



Population Leadership Program

Results: Leadership Performance in the PHN Sector

Leadership is action not position

Leadership is engaging others to face challenges and achieve valuable outcomes—an activity that is needed at every level of an organization. Leadership requires both personal commitments and effective practice. At PLP, we believe leadership can be learned.

Revealing the challenges of leadership

In the context of global health and development, leadership and management depend on knowledge sharing. This core theme provides a foundation for professional development activities designed to influence individual, team and organizational performance.

PLP's curriculum is noted for its broad applicability

* Knowledge sharing for technical results * Knowledge management for Global Health * Leading teams * Conflict management * Media training * Communication skills, listening skills and emotional intelligence * Personal time and information management * Risk taking for leaders * Capacity building for program sustainability

Applying relevant content

Participants strongly agree that training concepts are relevant to their work context and foresee immediate implementation of concepts and skills in their current work

* 2003 average 3.8/4.0

* 2002 average 3.7/4.0

Encouraging a commitment to public service in international health

Among working alumni fellows, 85% were working in the field of international health including USAID, CAs and other NGOs as of 2003. Another 15% applied their skills in other areas including the private sector.

Transforming managers into international health leaders

More than 50 mid- to senior-level personnel in the Bureau of Global Health benefit annually from coaching to enhance their management and leadership skills. PLP coaches are senior-level professionals, some with extensive USAID experience.

- *With an average of 3 annual coaching sessions
- *2003: 57 USAID personnel coached
- *2002: 70 USAID personnel coached (during USAID reorganization)
- *2001: 56 USAID personnel coached

"I have come to see the position I have is a responsible position, some people look up to me for advice, my comments carry some extra weight... I listen more, and I am more accommodating to other viewpoints. I think now I look at the programmatic side of things-what would be the impact to people rather than just the hard core science... It has become more clear that, for the first time, I can separate leadership from management and that comes from PLP's attention." PLP Fellow 2002

Building high-performing work teams

Honing leadership and management skills, continuously improving technical skills and mastering the work environment all contribute to superior performance. These skills are essential in fostering strong relationships and successful careers aligned with an individual's strengths and interests, and ultimately improve outcomes for workgroups and organizations. PLP supports this in divisions and missions overseas.

Improving work processes within divisions

Clear shifts in norms and values were revealed as a result of an OCC led retreat in the PEC Division. A climate questionnaire indicated an increase in affiliation, teamwork and participation.

"I think that over the years the PLP has been really critical in changing the culture of this office. I think that we are far more sensitive to each other, and our different personalities and our different work styles, and that we have language to allow us to talk about that. And we didn't have that before." Senior PEC Staff Member

Since 2000, more than 90 organizational consultations have taken place:

- * Senior Management Team (26)
- * G/PHN/POP (pre-ReOrg) (14)
- * Missions (Addis Ababa, CRHCS, Kampala, Phnom Penh, Pretoria, REDSO East, RHAP and WARP) (13)
- * GH/PRH (10)
- * GH/OHA (6)
- * GH/RCS (4)
- * GH/PDMS (3)
- * Other (16)

Testing new electronic tools

PLP CD-ROMs series and reorganization video bring up-to-date health knowledge to over 85 missions and regional offices throughout the world

Experimenting with global communication technology

PLP, USAID and Partners connect to sites across the world USAID and INFO connected to Geneva from Washington to facilitate an important meeting. PLP facilitated successful connection between Washington and USAID/Tanzania. "Hard" and "soft" cost savings PLP, a small, bicoastal organization with teams in Washington, D.C. and Oakland, CA. was challenged to facilitate communication between the two teams. Video conferencing was introduced, and by the end of the 12-month trial period, managers and staff had taken part in approximately 100 video conferencing meetings including routine and special events.

Enhancing team performance at USAID/Cambodia

PLP's organizational development services are available to all USAID Missions. The Office of Health, USAID/Cambodia in Phnom Penh requested PLP assistance in 2002 for its newly comprised health team and a team building retreat was organized.

Teambuilding retreat outcomes

- * To get to know team members better, to recognize and capitalize on individual strengths and styles (3.9/4.0)

- * To identify ways of working together, to collaborate and support one another (3.2/4.0)

"After the retreat, staff [were] much more consistent in including me in communications that made it much easier to anticipate their needs and organize my work." Member of health team at USAID/Cambodia

Supporting HIV/AIDS strategy development for USAID/Ethiopia

In July 2003, 118 individuals participated in the Partnership for Positive Change: Appreciative Inquiry Summit and a team retreat and summit follow up meeting in November and December. USAID/Ethiopia successfully identified their assets, values and vision for their project and effective strategies for meeting their programmatic goals. As a result of this "timely" and "valuable" retreat, participants indicated they would improve their team's planning and organizational capacity and interpersonal interactions.



Population Leadership Program

529 14th Street, N.W., Suite 1030
Washington, D.C. 20045
202-661-8020

555 12th Street, Suite 1050
Oakland, CA 94607
510-285-5660

email: info@popldr.org
web: www.popldr.org



February 2004